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FRIENDS OF RWANDA (OPERATIONAL SUPPORT GROUP)

BACKGROUND: UN COORDINATION

RELEASED IN FULL

I. OBJECTIVE

Discuss the UN's organization of its various programs in Rwanda: how the lines of authority run, how the mechanisms for coordination are managed.

II. BACKGROUND

The U.S. and other major donor-nations have been quietly expressing concern about a perceived lack of coordination among the numerous UN programs now operating in Rwanda. We have inquired about the framework of the UN's lines of authority in-country. The answers have been patchy, which is especially disturbing in light of rising tensions in the camps and within Rwanda.

This may prove to be a problem as the UN expands its involvement in Rwanda. UN Special Envoy to Rwanda Robert Dillon (U.S.A.) confided his concerns on this topic during a meeting in the Department two weeks ago. Subsequently, he met in Geneva with the Secretary General and SRSG Khan, and later with Ambassador Spiegel. We have heard informally that the clear message emerging from those consultations is that Boutros-Ghali is looking to the SRSG to take charge of UN programs in Rwanda, including the convening of various conferences on regional issues touching Rwanda.

We have also heard informally that the new UN Humanitarian Coordinator, Randolph Kent (U.S.A.), is moving to consolidate

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his own portfolio and may be planning to include such nascent UN programs as the human rights monitors. During a recent visit to Washington, Kent expressed some uncertainty of his own in regard to the UN lines of authority. He attempted to clarify his relationship to Khan prior to departing; he was told in New York that he answers to Khan, but was chosen by and works for Peter Hansen (Denmark), UN Under Secretary for Humanitarian Affairs. Hansen is also in charge of the UN Interagency Task Force for Rwanda, which is intended to support Khan's work from New York.

Though we must ensure that the international financial and human resources -- and political capital -- expended by the UN in Rwanda and the region are wisely and effectively used, we should not focus too narrowly on the coordination issue to the possible detriment of more substantive ones. As this topic is intended for a working lunch, the attached talking points are couched in the form of questions intended to generate discussion.

Attachment: Talking Points

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TALKING POINTS

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- o We believe that it is important to establish clear lines of authority in an operation as complex as the UN's in Rwanda.
- o Do luncheon participants (particularly the UN representative/s) know:
 - Who has overarching authority for UN programs in Rwanda?
 - Who is the principal contact in New York?
 - What is the thinking behind establishment of the Task Force?
 - What is Special Envoy Robert Dillon's role in the region, as compared to SRSG Khan's?
 - What UN elements in Rwanda will Randolph Kent be responsible for?
 - Will the SRSG have day-to-day responsibilities for oversight of the programs? Or will he have deputies for detailed management?
 - Does UNAMIR's Force Commander answer directly to the SRSG?
 - To whom does Randolph Kent report?
- o This meeting is intended to facilitate coordination to back-stop the UN's efforts in Rwanda.
 - Are there concrete ways in which we, the international community, can act to further our goals for the UN?

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